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MINUTES

**JOINT CONFERENCE COMMITTEE FOR
ZUCKERBERG SAN FRANCISCO GENERAL
HOSPITAL AND TRAUMA CENTER
Tuesday, February 28, 2023 3:00 p.m.
REMOTE MEETING VIA WEBEX EVENT**

1) CALL TO ORDER

Present: Commissioner Edward A. Chow, M.D., Chair
Commissioner Laurie Green, M.D.

Excused: Commissioner Susan Belinda Christian, J.D.

Staff: Susan Ehrlich MD, Lukejohn Day MD, Elena Fuentes-Afflick MD, Aiyana Johnson, Andrea Turner, Lisa Winston MD, Basil Price, Emma Perez, Gillian Otway, Jenna Bilinski, Jennifer Boffi, Jim Marks MD, Chris Ross, Kimberlee Walden, Michael Gerchow, Neda Ratanawongsa, Susan Brajkovic, Tess Marstaller, James Frieberg, Claire Horton MD, Mary Gray MD, Emma Moore, Alex Shoemaker

The meeting was called to order at 3:03pm.

2) APPROVAL OF THE MINUTES OF THE JANUARY 24, 2023 ZUCKERBERG FRANCISCO GENERAL JOINT CONFERENCE COMMITTEE MEETING

Action Taken: The Committee unanimously approved the January 24, 2023 meeting minutes.

3) REGULATORY AFFAIRS REPORT

Emma Moore, Director of Regulatory Affairs, presented the item.

Commissioner Comments:

Commissioner Chow asked if the March Regulatory Affairs report would include all data from February. Ms. Moore stated that the March report is expected to contain a full month of February 2023 data.

Commissioner Green noted that there are so many team members and trainees and asked how ZSFG ensures that all relevant team members are notified when needed. Ms. Moore stated that EPIC lists the team members associated with a case, and who has written a progress note. Dr. Day added that there is a secure-chat function on EPIC which provides a rich history of a team's interaction on a case.

Commissioner Chow asked if all clinical staff have devices that enable them to use the EPIC secure chat function. Dr. Day stated that the EPIC secure chat function is only used on non-emergency situations. Staff use computers to check communication through the day, in addition to those with phones, tablets, or laptops.

Commissioner Chow requested that the ZSFG and LHH Regulatory Affairs reports can be more aligned. LHH lists more history to give context to a facility reported incident and ZSFG lists more information regarding plans of correction. Ms. Moore thanked Commissioner Chow for the feedback.

Commissioner Green noted that prior to the pandemic, there was a more consistent rhythm to CDPH investigations; now it seems haphazard. Ms. Moore stated that CDPH noted that at the next ZSFG acute care survey, they hope to close out all facility reported incidents.

4) HARMONIZING ACCESS AND FLOW ACROSS THE ZSFG CAMPUS – STRATEGIC A3 UPDATE

Lukejohn Day, Chief Quality Officer & Gillian Otway, Acting Chief Nursing Officer, presented the item.

Commissioner Comments:

Commissioner Green asked for the meaning of the red and green designations on slides 12 and 13. Dr. Day stated that green indicates achievement of goal and red indicates the goal has not yet been achieved.

Commissioner Green asked if the space in the Emergency Department limits ZSFG's ability to maximize use of Med Surge nurses in that unit. Gillian Otway, ZSFG Nursing Administration, stated that Pod C is where ZSFG boards Med Surge admissions and where Med Surge nurses are based. She noted that staff morale seems to be good, and staff are supportive of this effort. Dr. Day noted that there are more daytime discharges.

Commissioner Green asked about the impact of improving utilization of appointments as ZSFG strives to improve its "Time to the next available appointment" data. Dr. Day noted that the waitlist has been shortened by taking out people who had a "No show;" these individuals were had been put back on the waitlist.

Commissioner Green asked for information regarding discharge alternatives to Laguna Honda Hospital. Dr. Day noted that half of the lower level of care patients need discharge to skilled nursing facilities. There are approximately 40-50 lower level of care beds in the community. The new contract for 23 skilled nursing beds at Chinese Hospital will help; he noted that the DPH is also working with another community partner to offer additional skilled nursing beds in the community.

Commissioner Chow asked if there are efforts to expand the Emergency Department space. Dr. Ehrlich stated that the planning for the current Emergency Department was done prior to her tenure; it was planned to be twice as large as the previous Emergency Department. She noted that ongoing issues with discharging patients impact the usage of the Emergency Department. She thanked Dr. Day and Ms. Otway for all the work they have put into improving patient flow and workflow of the Emergency Department. Dr. Day stated that POD C was considered for an observation unit but its use for Med Surge is necessary now.

Commissioner Chow suggested that a glossary be developed for ZSFG presentations to assist the public in understanding terms used in presentations and reports.

Commissioner Chow requested a 6-month update on this presentation.

5) ZSFG CHIEF EXECUTIVE OFFICER'S REPORT AND EMERGENCY DEPARTMENT NEWSLETTER

Susan Ehrlich, Chief Executive Officer, presented the item.

SAFETY

1. COVID-19 Returning Safely Together

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

San Francisco's End of COVID-19 Public Health Emergency Declaration and Health Orders

On February 16th, it was announced by the San Francisco Department of Public Health that the City's COVID-19 Public Health Emergency Declaration, "Safer Return Together" Health Order, and other Health Orders will end on February 28th. However, COVID-19 remains a threat, so a new health order will be issued that will continue to require staff to wear masks in healthcare settings when interacting with patients. Masking requirements for the general public in these settings will end. After the health orders expire on the 28th, health care facilities can still opt for more stringent standards. As a result, ZSFG and SFHN partners are reviewing our current COVID-19 precautions to determine how they may or may not change and will communicate with staff accordingly.

Updated ZSFG COVID-19 Guidelines

In early February, although COVID-19 and other respiratory infections were still circulating, staff were experiencing fewer respiratory illnesses. Therefore, ZSFG updated the guidelines regarding indoor food and drinks and face shields.

Food and Drink Guidance

Food and drinks are permitted when staff are present together in indoor, non-clinical areas, including conference rooms and break rooms. Food and drinks are not allowed in charting rooms, nursing stations, nor public areas such as hallways or elevators. The maximum capacity of rooms are not to be exceeded. Staff must wear masks when not actively eating or drinking.

Face Shield Guidance

Eye and face shields may be reused. Shields must be clearly labeled with employee name, properly disinfected upon removal and stored in accordance with their unit protocol.

QUALITY

2. Joint Commission Stroke Survey

On February 14 and 15, ZSFG welcomed Joint Commission surveyor, Barbara Buesch, to conduct the biennial Advanced Primary Stroke Center Survey.

On the first day of the visit, she toured areas including the Emergency Department, Interventional Radiology, and Critical Care. She also interviewed staff and reviewed policies, procedures, and medical records. On the second day of her visit, she conducted an additional tracer activity, observed a data presentation, and reviewed employee records and credentials.

Following the two-day survey, Buesch confirmed that the Stroke Program will be re-certified by the Joint Commission! She also exited with the following findings:

- Frequency of documentation of neuro checks, neurovascular checks and vital signs;
- Accurate medication administration route documentation (oral versus nasogastric tube administration); and
- Medical record completeness and accuracy (ex. conflicting orders on blood pressure management).

Overall, Buesch was very complimentary of the program, as well as the staff and providers across the organization. She especially complimented the ACE unit, employees' embodiment of the hospital's mission and vision, the TPA treatment

rate, stroke simulations, the First 5 Program, and our outpatient rehabilitation integration. Finally, she highlighted the teamwork she witnessed during her visit and identified that our staff do an exceptional job meeting our patients where they are.

Many thanks to our Regulatory Affairs Team and special thanks to Sara Cole, Lawrence Chyall, Tristen James, Dr. Claude Hemphill, and Christina Bloom for a very successful survey!

DEVELOPING OUR PEOPLE

3. Ward 86 and Ward 93 Anniversaries

At the end of January, Ward 86 celebrated their 40th anniversary as a global leader in HIV clinical care, research and education and Ward 93 celebrated its 50th anniversary!

Ward 86 pioneered a comprehensive medical model that involved primary and specialty care, social services, and case management—where our providers treated not only the disease, but the whole person. As a result, our comprehensive HIV care and treatment model has been widely adopted around the world as the San Francisco model of HIV/AIDS care.

Since its inception in 1973, Ward 93, or our Opiate Treatment Outpatient Program (OTOP), has used a combination of medication treatment, counseling services, harm reduction services, psychiatric care, specialty HIV care, and on-site hepatitis C treatment to address the many needs of our fellow S.F. residents. To celebrate this incredible milestone – staff enjoyed cake and coffee in the Building 80/90 courtyard, pictured right.



Congratulations to both of our teams for being outstanding leaders in each of their respective fields!

DEVELOPING OUR PEOPLE

4. Celebrating Black History Month

In honor of Black History Month, it is time to not only celebrate the achievements of our Black staff and patients, but to reaffirm our role in making our communities healthier and more equitable. Our contributions to healthcare and addressing of disparities are moving San Francisco forward. To celebrate this important month, ZSFG hosted the following activities:

- A special wellbeing conversation around positive vibrations;
- A movie viewing and discussion;
- A wellbeing pop-up; and
- A livestreamed event that highlighted the voices and journeys of ZSFG's African American staff.

Many thanks to our Wellness Center for putting on these special events. There is much to celebrate, but so much more to do. The good news is that at ZSFG, our staff at every level are committed, eager and ready to take on this daily challenge.

DEVELOPING OUR PEOPLE

5. San Francisco General Hospital Foundation Hearts Events

On February 9th, the San Francisco General Hospital Foundation (SFGHF) wrapped up a year-long celebration of our 150th Anniversary serving San Francisco with a star-studded in-person event at City Hall. The SFGHF hosted two sold-out events – the Hearts Gala and Hearts After Dark - a tribute to the strong support for our staff and our work. Local leaders included Mayor London Breed and Speaker Emerita Nancy Pelosi who received a Lifetime Achievement Award for her decades of support to ZSFG. It was a great evening celebrating with patients, staff and community. ZSFG deeply appreciates the SFGHF for their longstanding support and especially their efforts to showcase to the region what ZSFG means to our patients and affirm our place in San Francisco’s history as we reached this major milestone.

There was also a strong presence of sponsors, both individuals and organizations, who donated millions of dollars to support our programs and services. The organization is grateful and eager to put this support into action.

One of the most touching parts of the evening was the inclusion of our heroes - patients and staff - who were recognized for making San Francisco a safer and healthier City for all.

Three heroes were honored during the program – one of them a truly remarkable patient, Anais Arriaga. Anais is a breast cancer survivor and advocate who is spreading awareness about the services and care available at ZSFG to help others. She is collaborating with ZSFG and other care providers like Pink Ribbon Girls, to inspire people going through similar journeys.

Further, two of our incredible ZSFG nurse leaders, Joan Torres and Merjo Roca received awards as well. Joan is the Project Manager for the Behavioral Emergency Response Team (BERT) and was honored for her ground-breaking work leading and implementing the BERT team: a novel team that, working with our interdisciplinary patient care and support workers, has provided thousands of consultations and interventions with patients to prevent and reduce violence and improve safety on campus. Merjo is the Urgent Care Clinic Nurse Manager and was honored for her extraordinary work launching and managing the COVID-19 and Mpox Vaccine Clinic at ZSFG. This clinic has helped provide more than 214,000 COVID-19 and 21,000 Mpox vaccinations to our patients and community.



Finally, one of ZSFG’s ICU Cardiology Charge Nurses for the past 8 years, Nora King, was selected as an artist to express herself by designing a tabletop heart for SF General Hospital Foundation’s #HeartsInSF campaign.

Art has always been a way for Nora to relax and relieve stress – “an important part of staying heart healthy, by the way,” she reminds us. Spending over 100 hours carefully breaking plates and bowls provided by her parents in Florida and nearby friends for the project and strategically placing each of the 1,000+ mosaic pieces resulted in the beautiful artwork pictured here - a bright and colorful aura beaming around the heart sitting in the center. When asked about the inspiration behind her design, Nora couldn’t help but beam and share that it was an ode to her colleagues and

the work we do here at ZSFG. “Everyone here just puts their heart and soul into everything they do! It’s one of the greatest things about working here at ZSFG!” – she said with pride. The warmth of the rainbow-like design is also a welcoming reminder for inclusivity. The #HeartsInSF campaign is currently on display at the Ferry Building until the end of the month.

Our deepest appreciation to the SFGHF staff and volunteer team for putting on such wonderful events. The core SFGHF staff Hearts team was led by Rebecca Schuett, Paul Rose, Damian Bass, Elaine Robertson, Marissa Filice, Jenna Casey, Kaeya Patel and Joey Castaneda. Many thanks also to SFGHF CEO Kim Meredith; Board Chair Janis MacKenzie; Event Chair Elizabeth Minick; Hearts in SF Co-Founders Pam Baer and Judy Guggenlime; Honorary Committee Co-Chairs Roselyne “Cissie” Swig and Bob Tandler; Host Committee Co-Chairs Indu Navar and Candace Sue; and Corporate Chair Simone Balch. ZSFG is honored to recognize the incredible support we have for the work we do every day to serve patients with excellence, equity and compassion.

DEVELOPING OUR PEOPLE

6. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognitions in honor of our staff and the incredible work they do every single day!



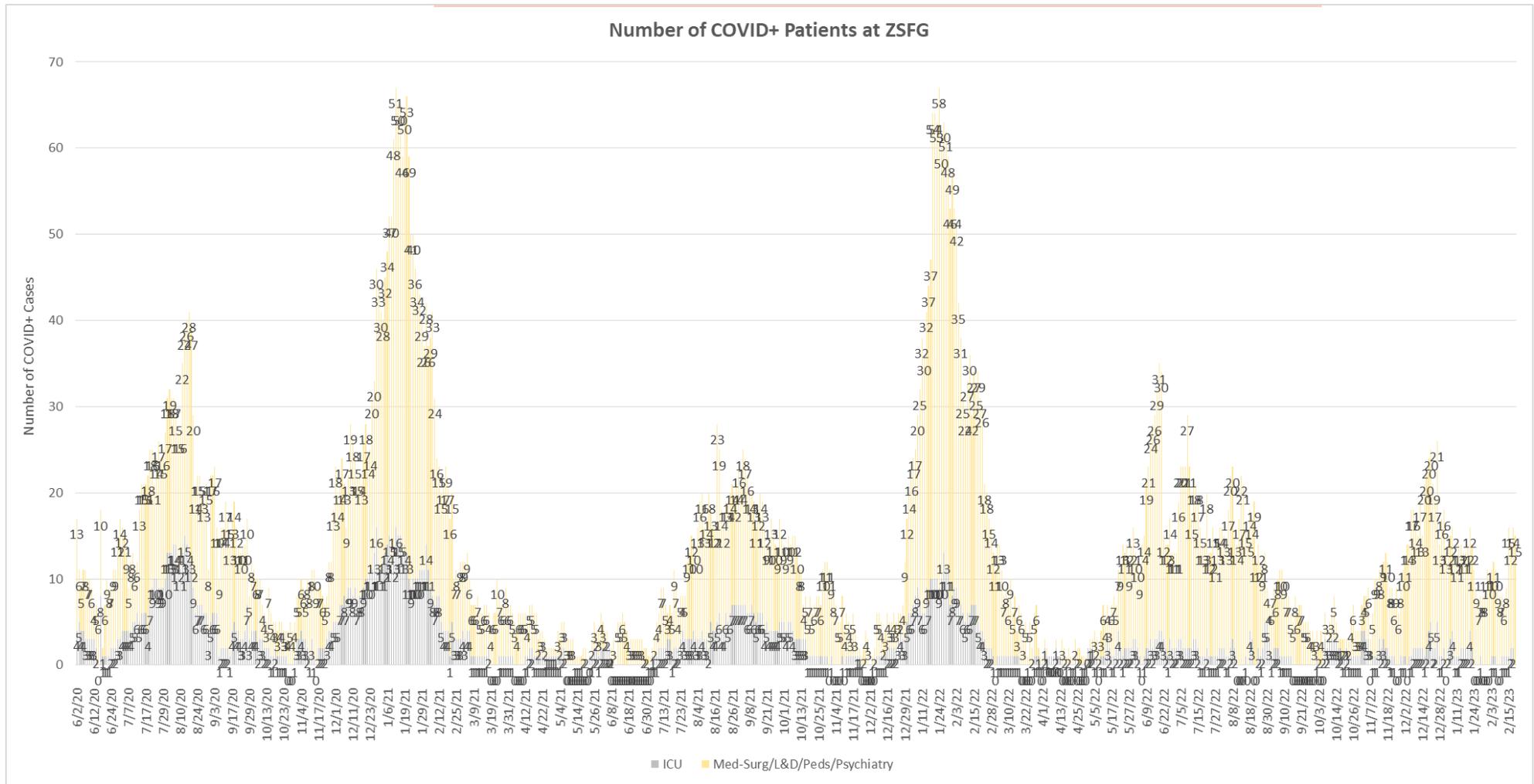
2023 Joseph W. St. Geme Jr. Leadership Award

On February 9th, the Academic Pediatric Association named Dr. Elena Fuentes-Afflick, Vice Dean of the UCSF School of Medicine at ZSFG, the 2023 Joseph W. St. Geme Jr. Leadership Award Recipient! This award was created to honor the memory of Dr. Joseph W. St. Geme Jr. and recognizes an outstanding Pediatrician who has served as a role model and leader in their field, as well as helped to create a future for pediatrics and children’s health. Congratulations Dr. Elena Fuentes-Afflick for a well-deserved award and many thanks for your continued leadership at ZSFG!

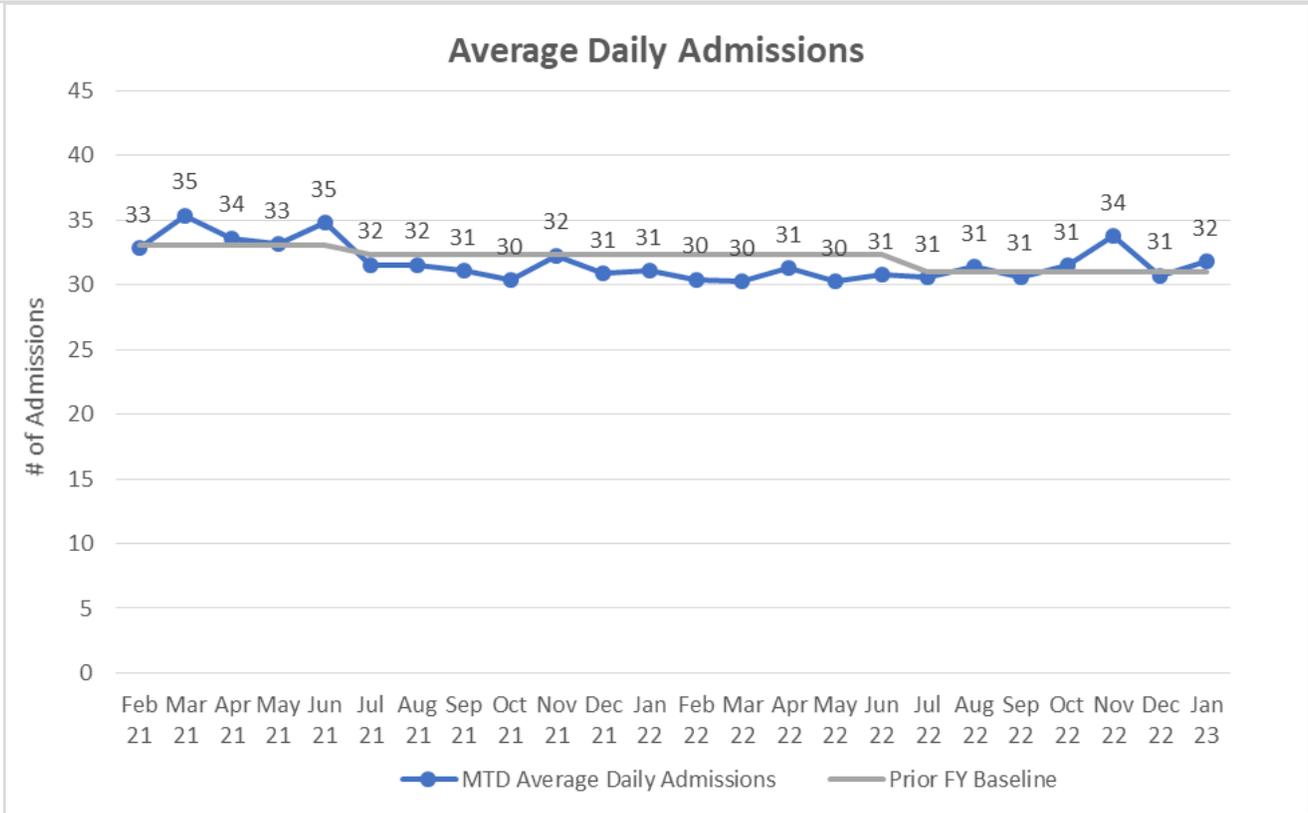
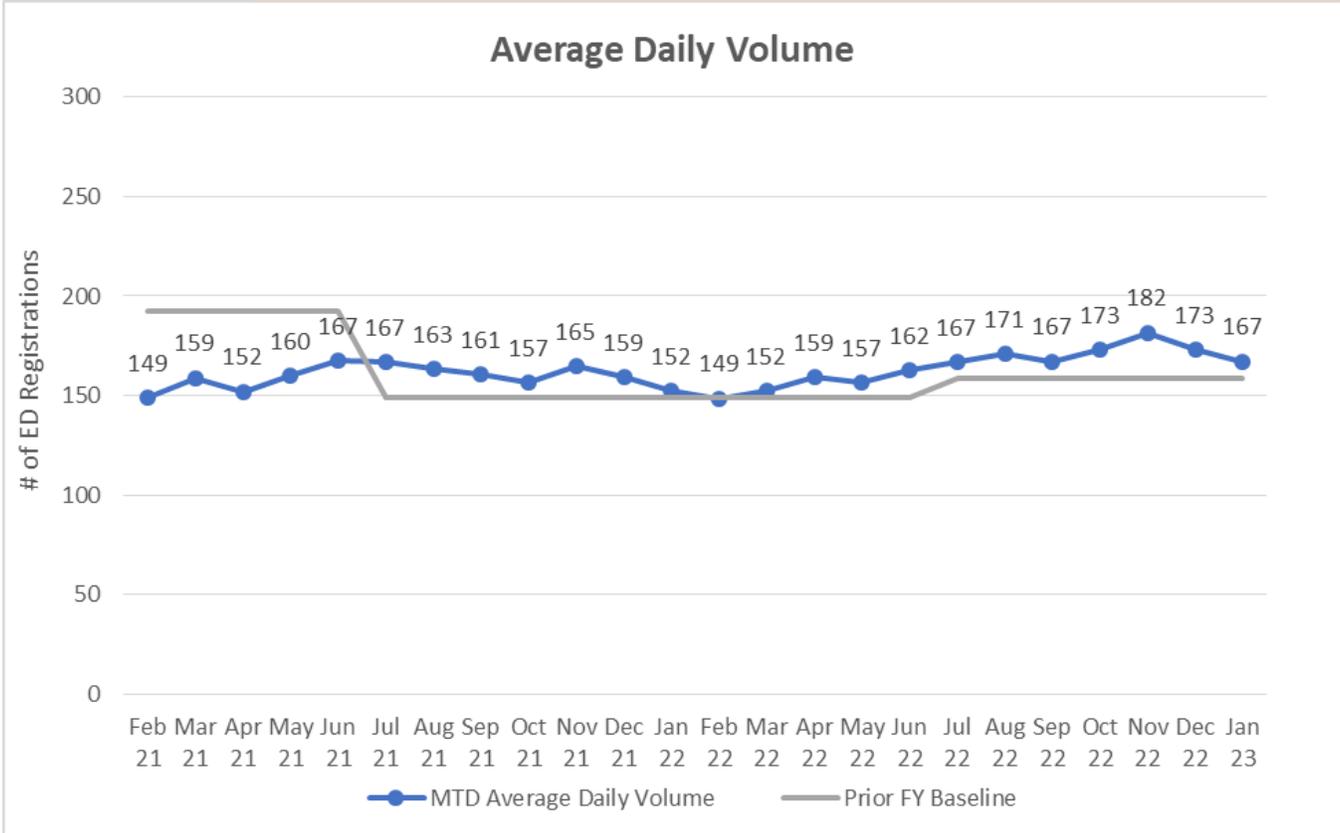
Cardiovascular Professionals Week

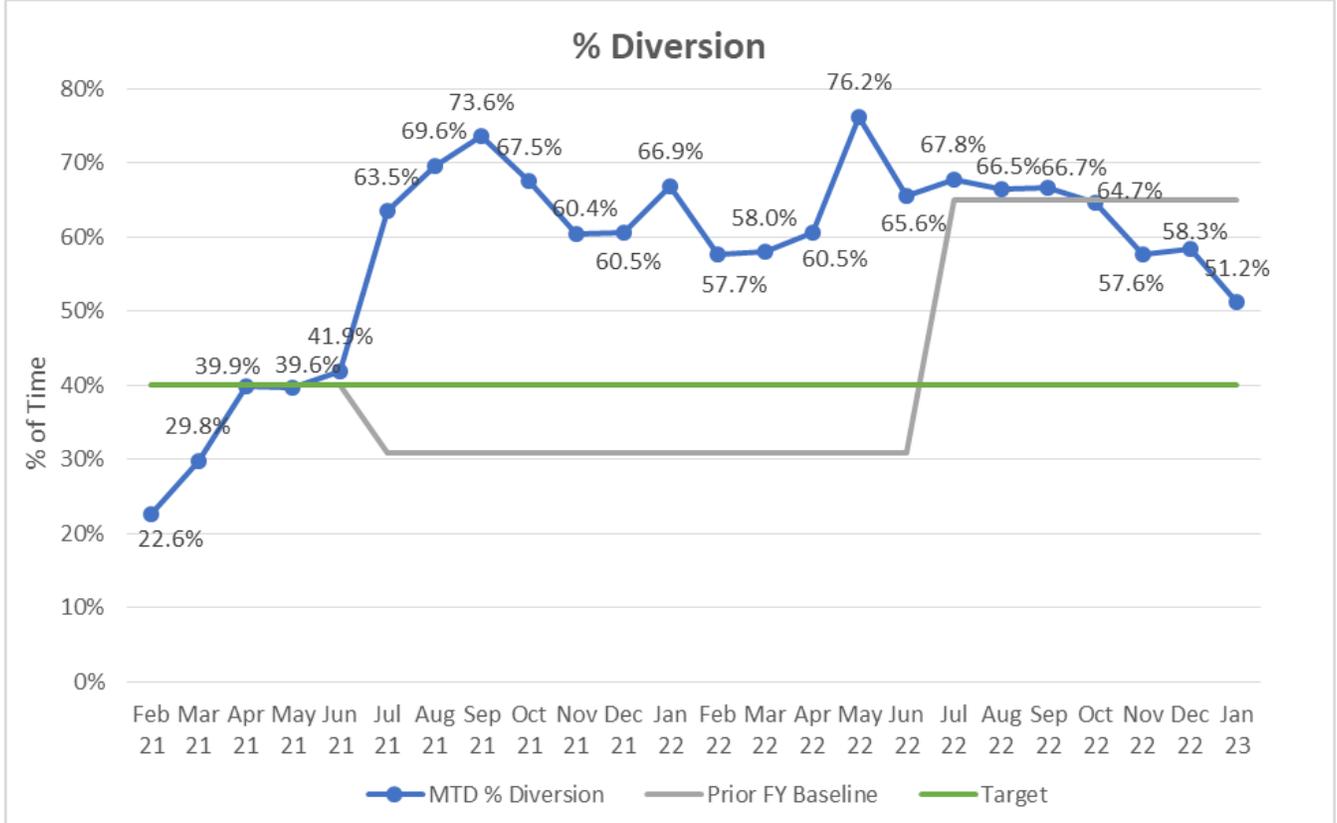
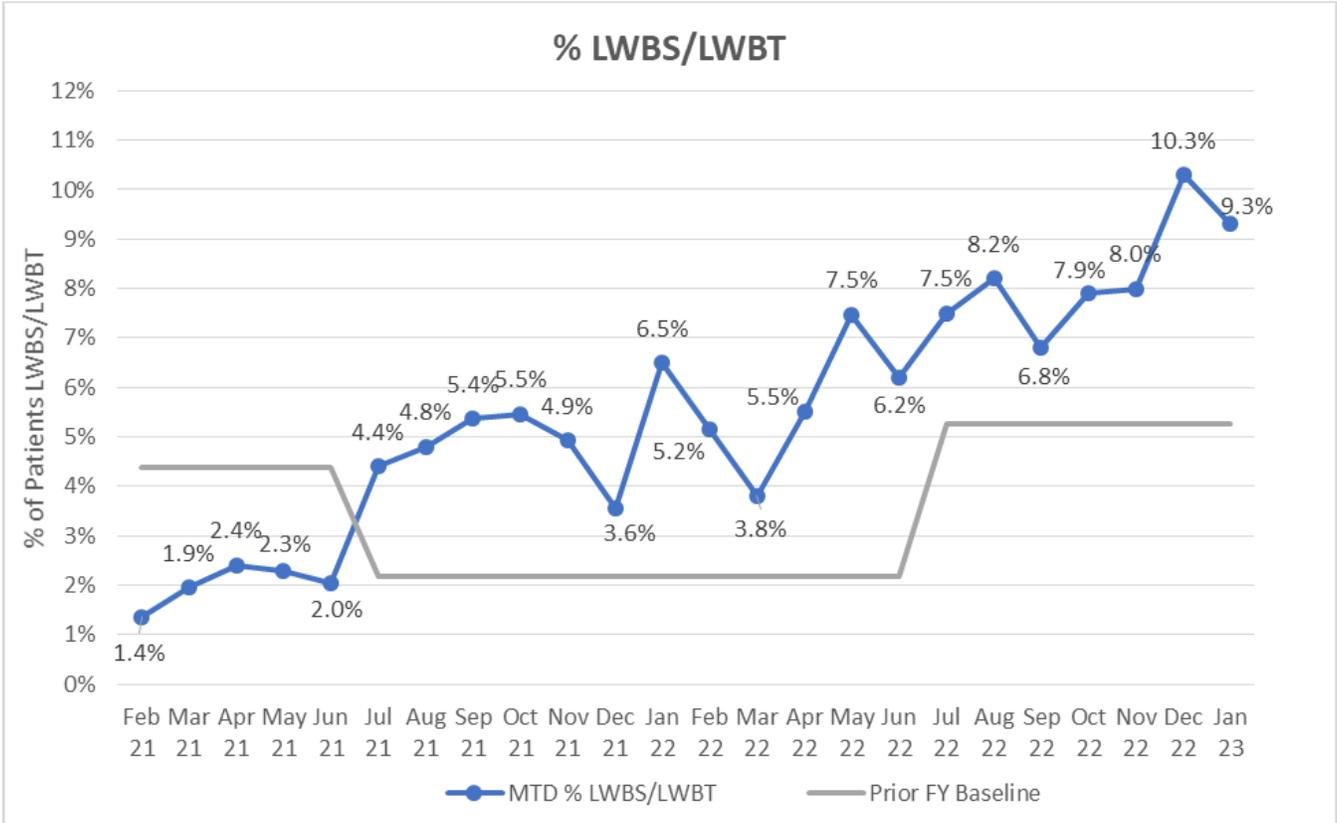
February 12-18 is Cardiovascular Professionals week! This is a week to appreciate and celebrate our Cardiovascular team for the amazing work that they do every day, serving some of ZSFG’s most vulnerable patients. Our incredible team is made up of Cardiology Nurses, Cardiologists, Cardiovascular Technicians, and many more – without whom we would not be able to provide comprehensive cardiovascular care to our community. Meet some of our wonderful team in our [video to promote heart health](#) and learn the ways that they remain heart healthy!

QUALITY ZSFG COVID+ Patients

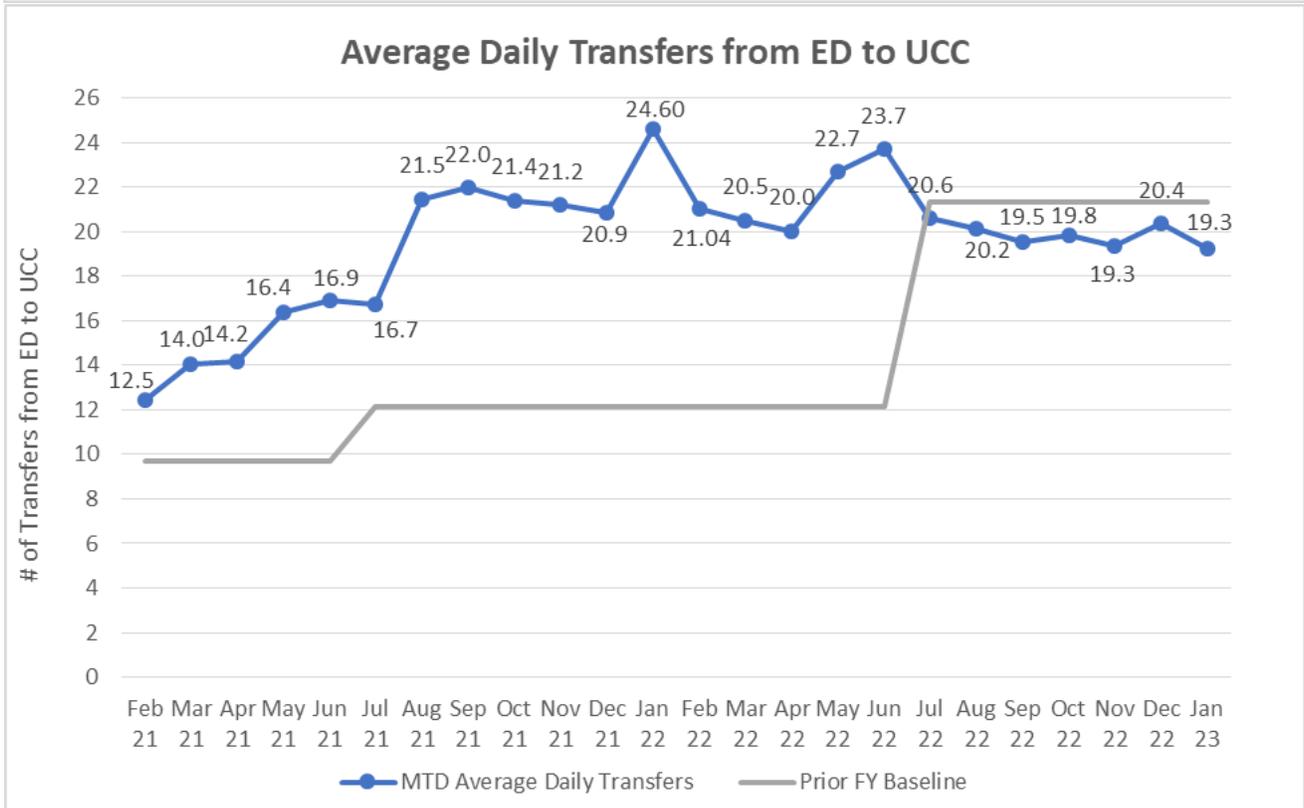
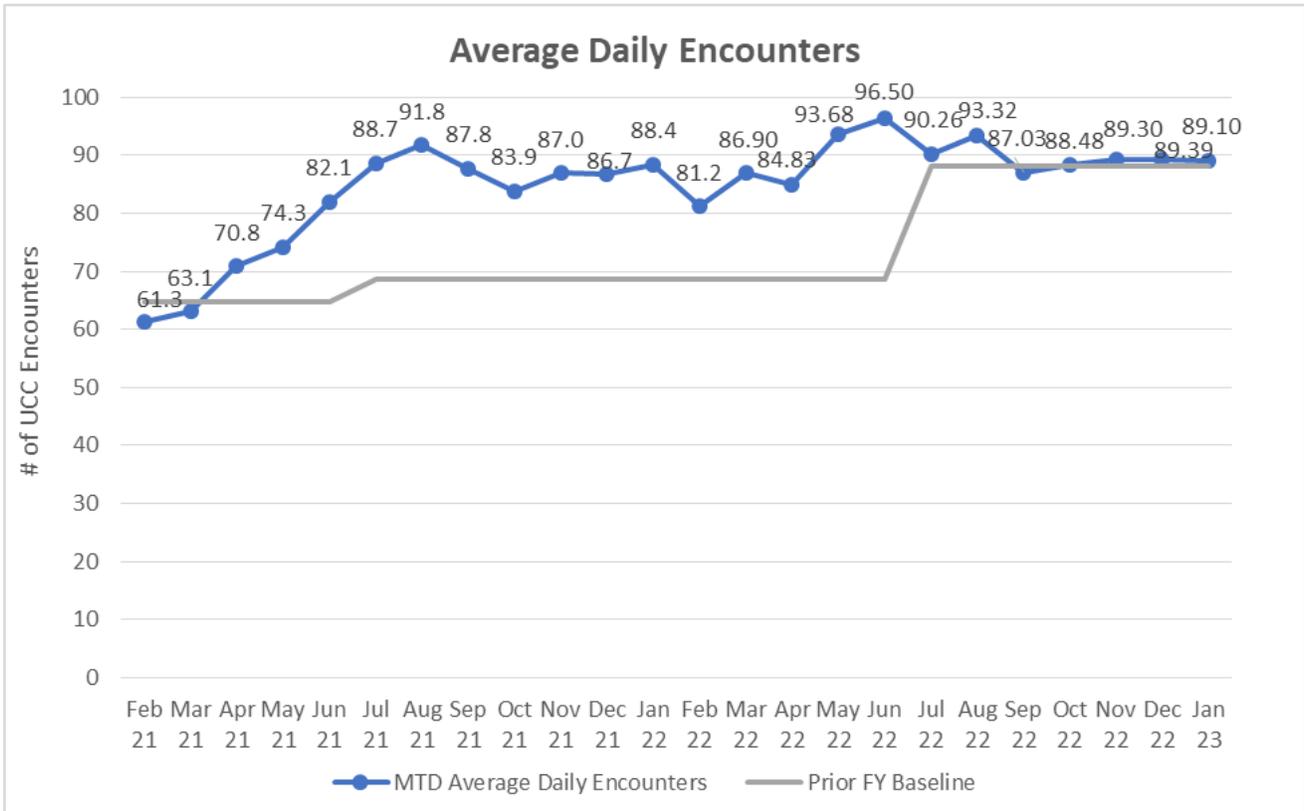


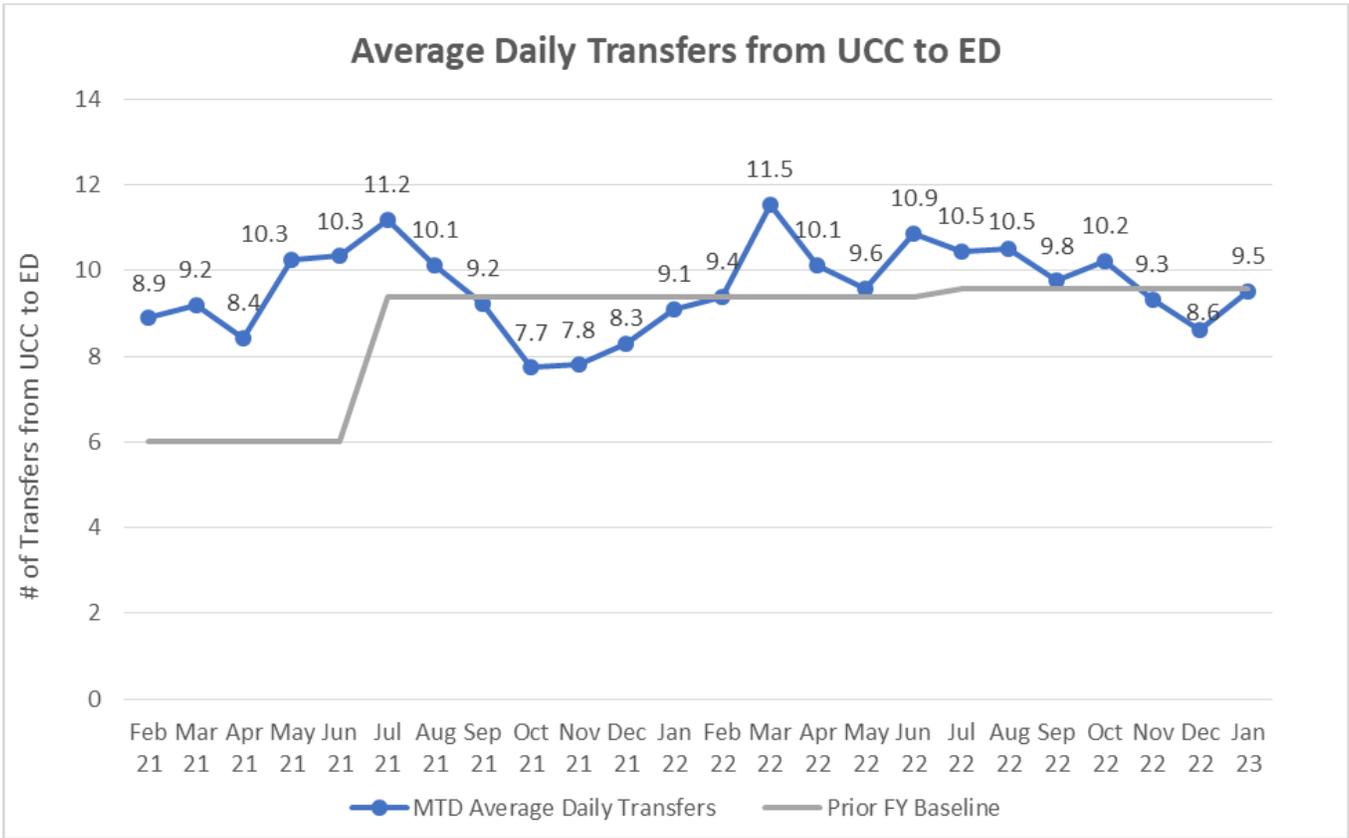
QUALITY Emergency Department Activities



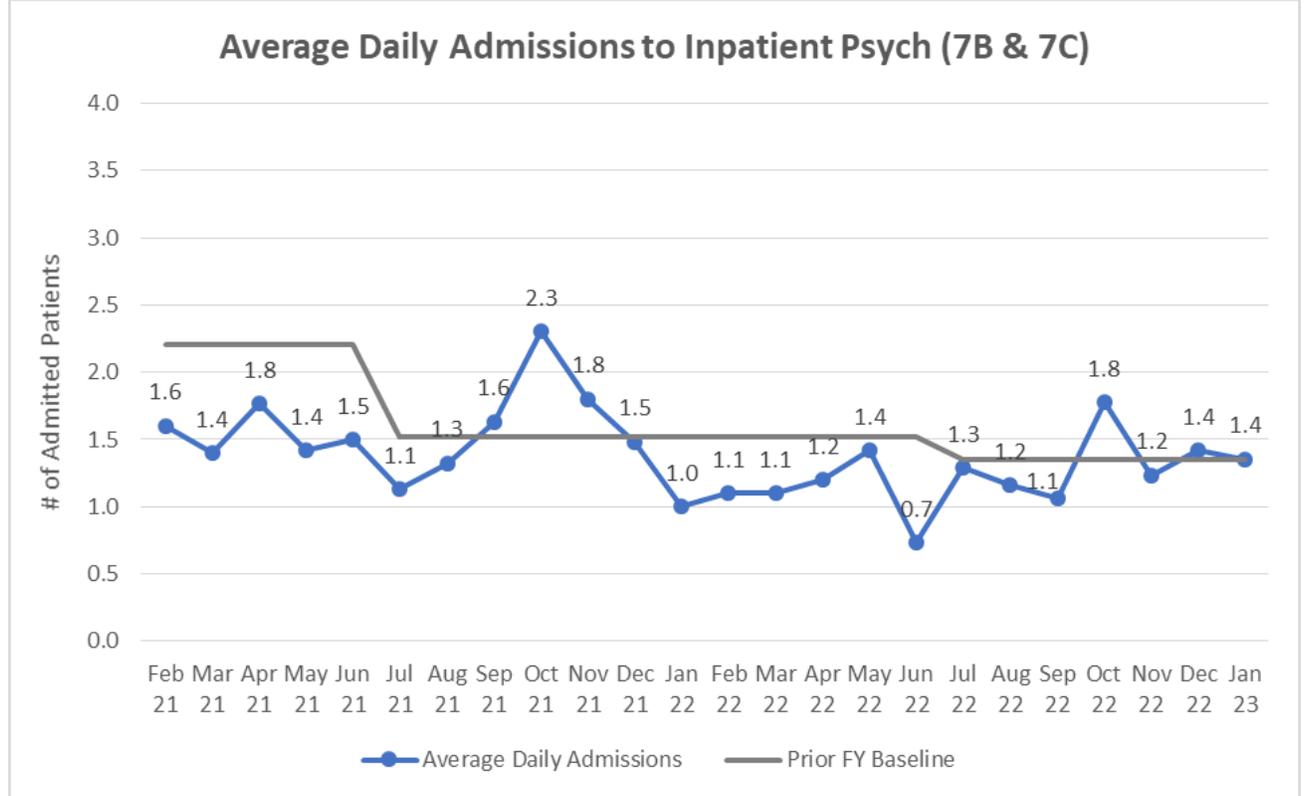
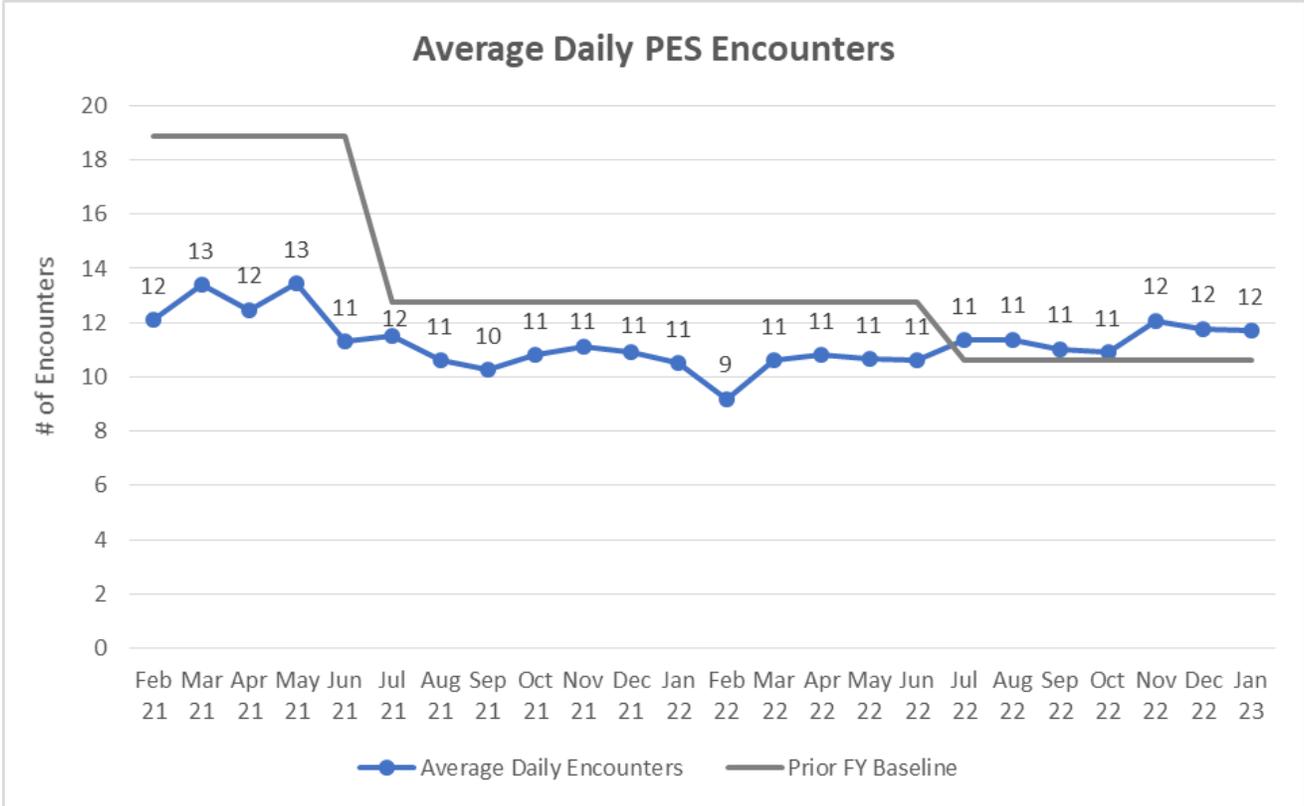


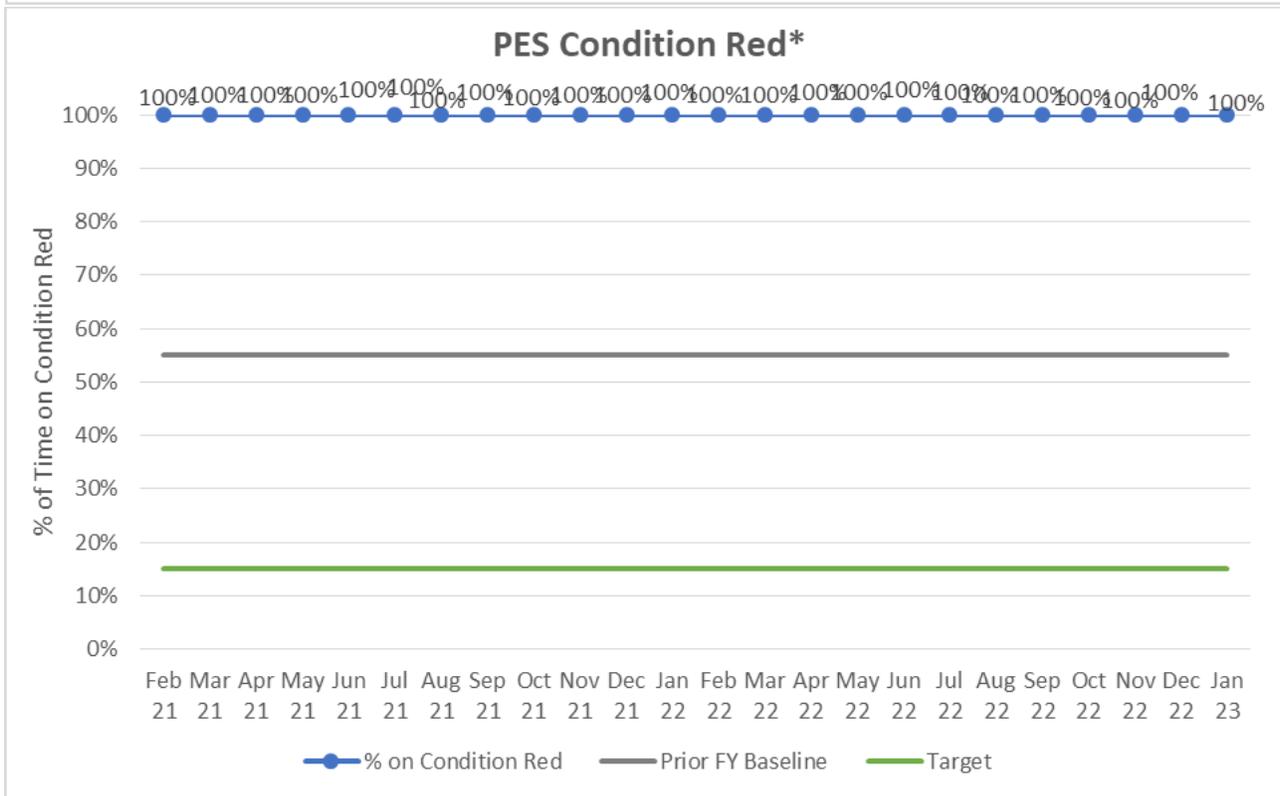
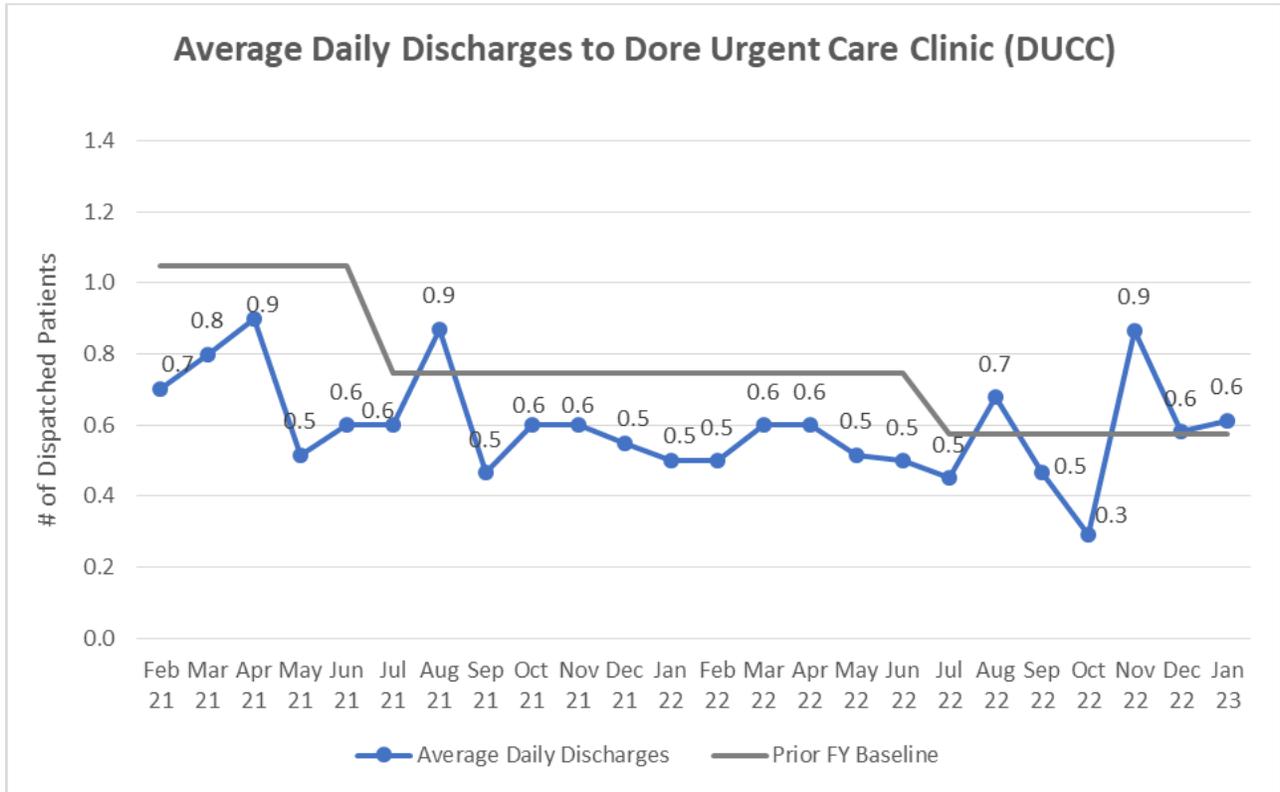
QUALITY Urgent Care Clinic Activities





QUALITY Psychiatric Emergency Services Activities





***We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

QUALITY Average Daily Census

MEDICAL/SURGICAL

Average Daily Census of Medical/Surgical was 199.610 which is 127.96% of budgeted staffed beds and 111.52% of physical capacity. 37.41% of the Medical/Surgical days were lower level of care days: 12.09% administrative and 25.32% decertified/non-reimbursed days.

INTENSIVE CARE UNIT (ICU)

Average Daily Census of ICU was 36.55 which is 130.53% of budgeted staffed beds and 63.01% of physical capacity of the hospital.

MATERNAL CHILD HEALTH (MCH)

Average Daily Census of MCH was 25.19 which is 83.98% of budgeted staffed beds and 59.98% of physical capacity of the hospital.

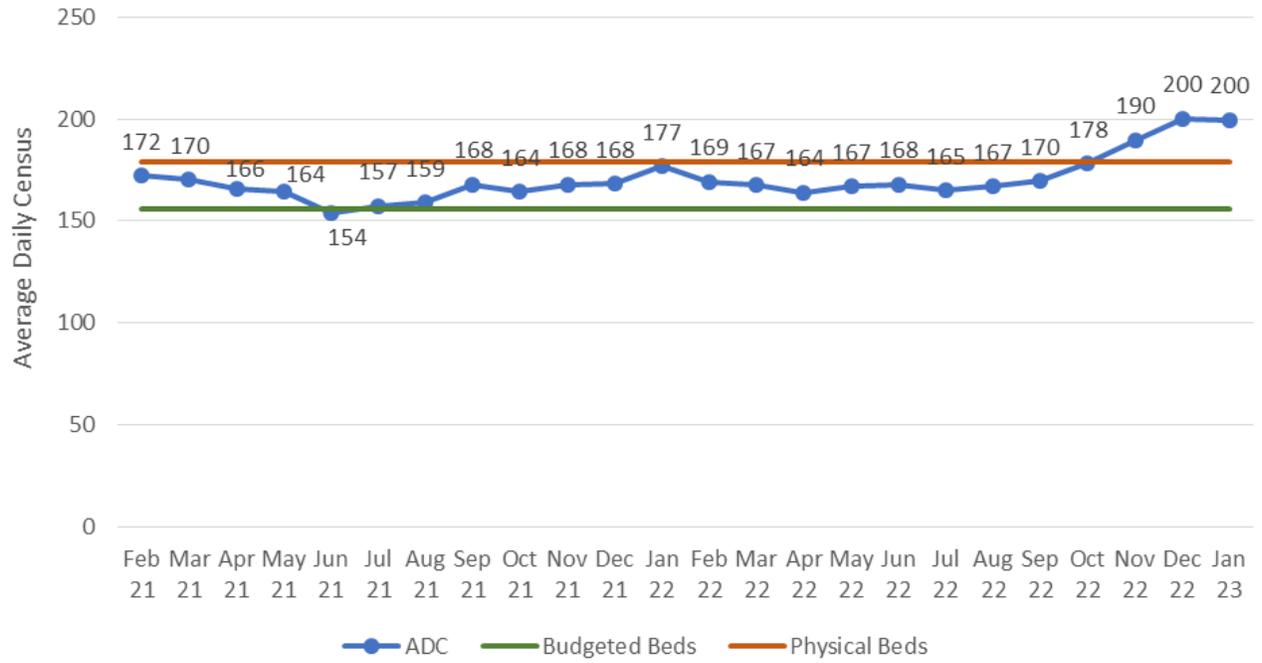
ACUTE PSYCHIATRY

Average Daily Census for Psychiatry beds, excluding 7L, was 41.65, which is 94.65% of budgeted staffed beds and 62.16% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.90, which is 84.33% of budgeted staffed beds (n=7) and 49.19% of physical capacity (n=12). Utilization Review data shows 83.97% non-acute days (30.75% administrative and 53.21% non-reimbursed).

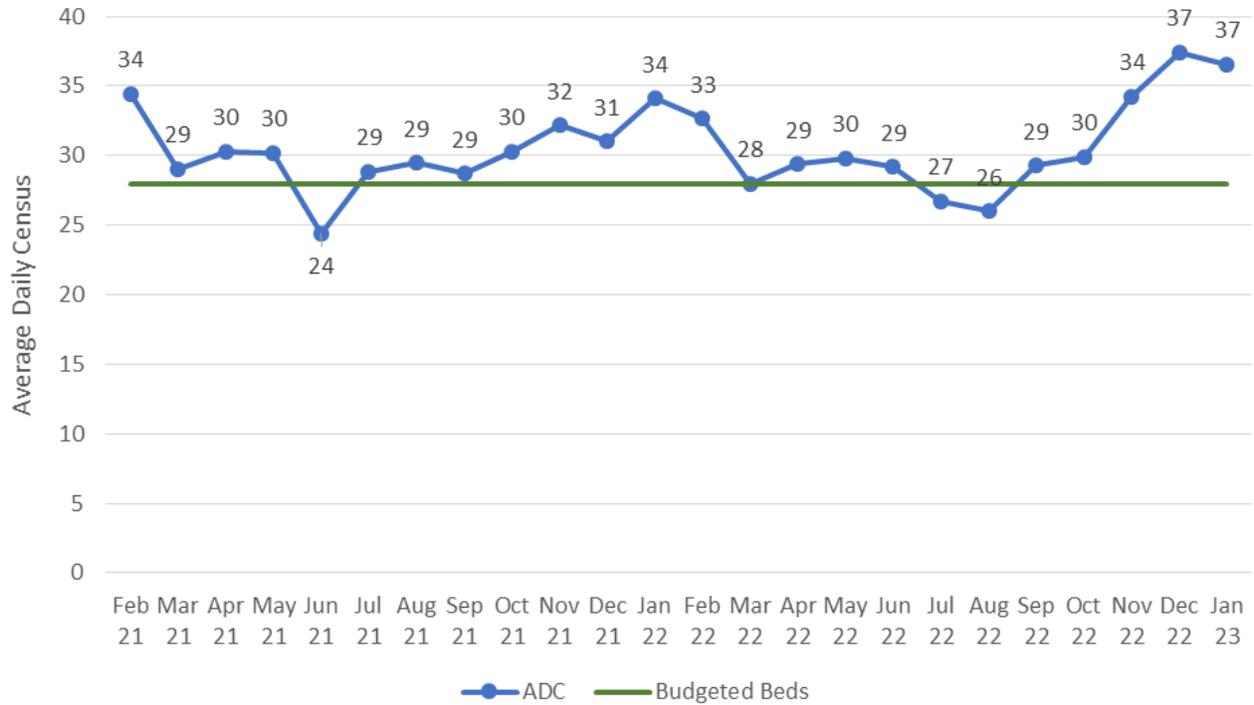
4A SKILLED NURSING UNIT

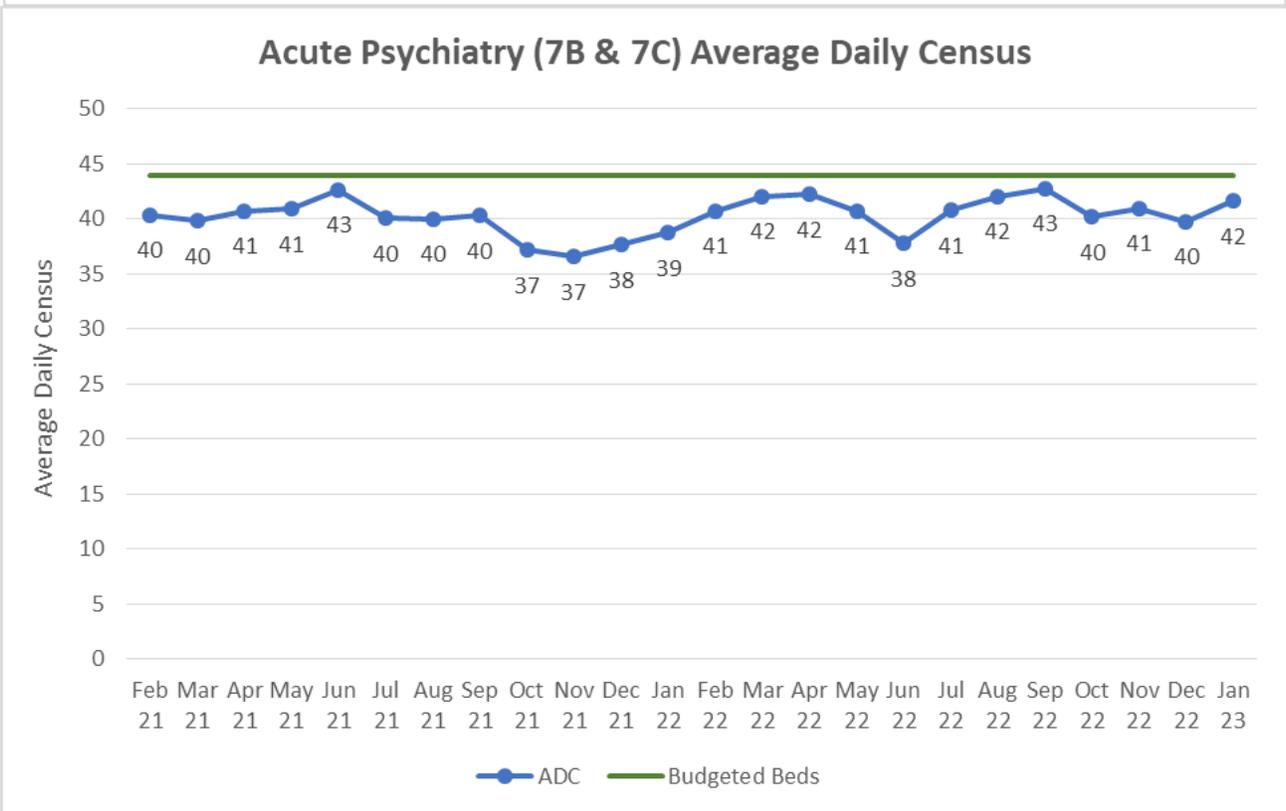
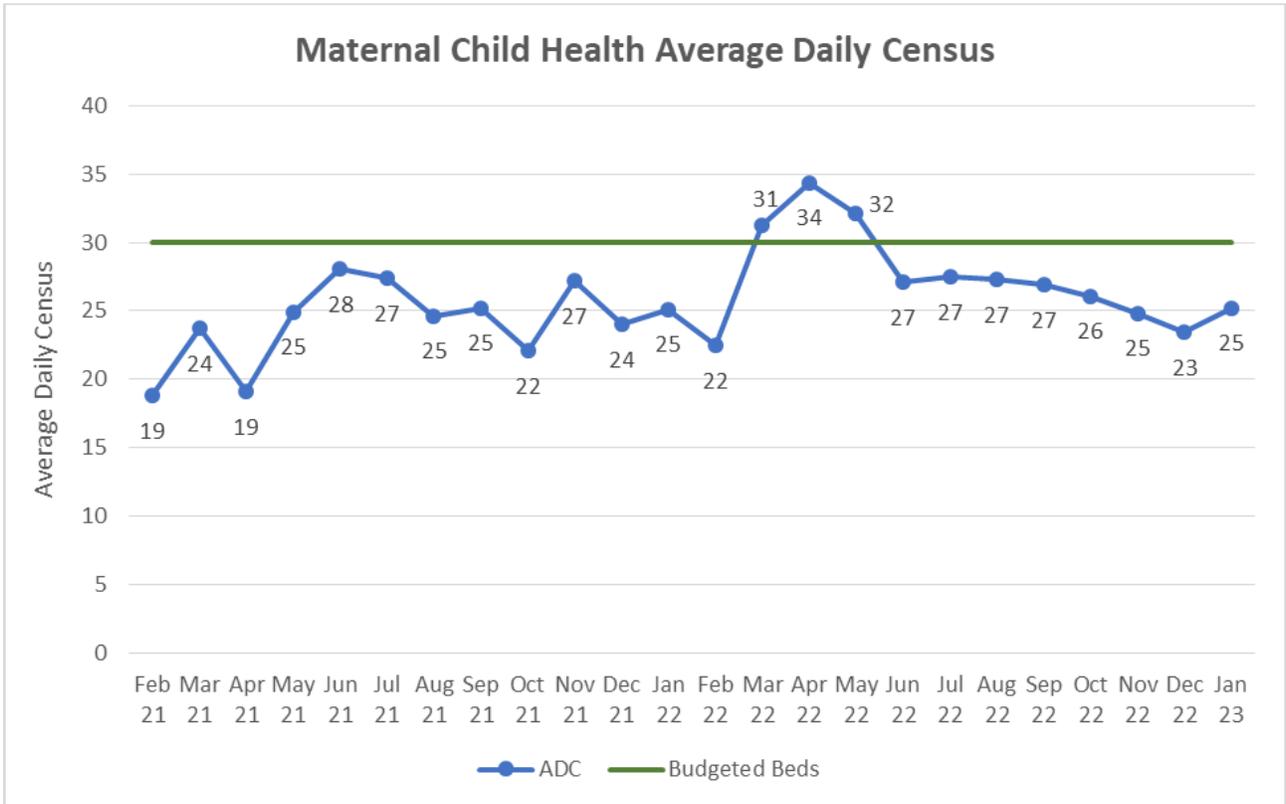
Average Daily Census for our skilled nursing unit was 29.23, which is 104.38% of our budgeted staffed beds and 97.42% of physical capacity.

Medical Surgical (Incl. ED/PACU Overflow) Average Daily Census

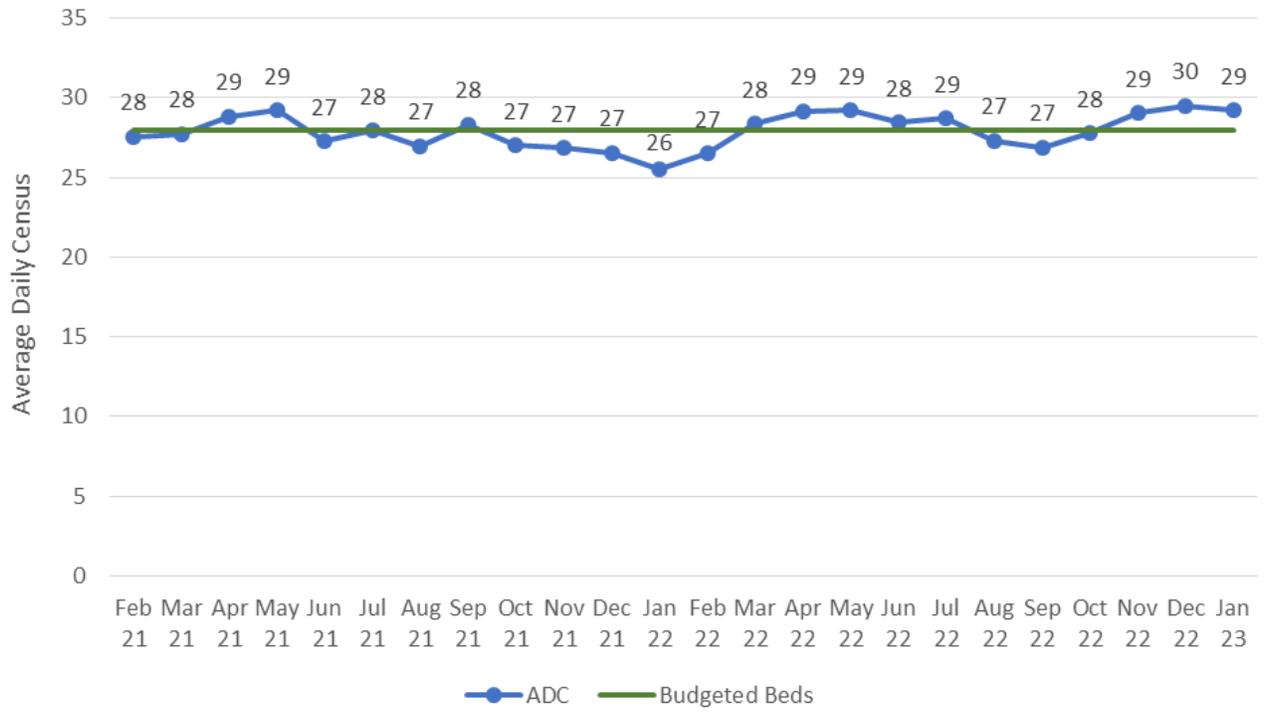


Intensive Care Unit Average Daily Census

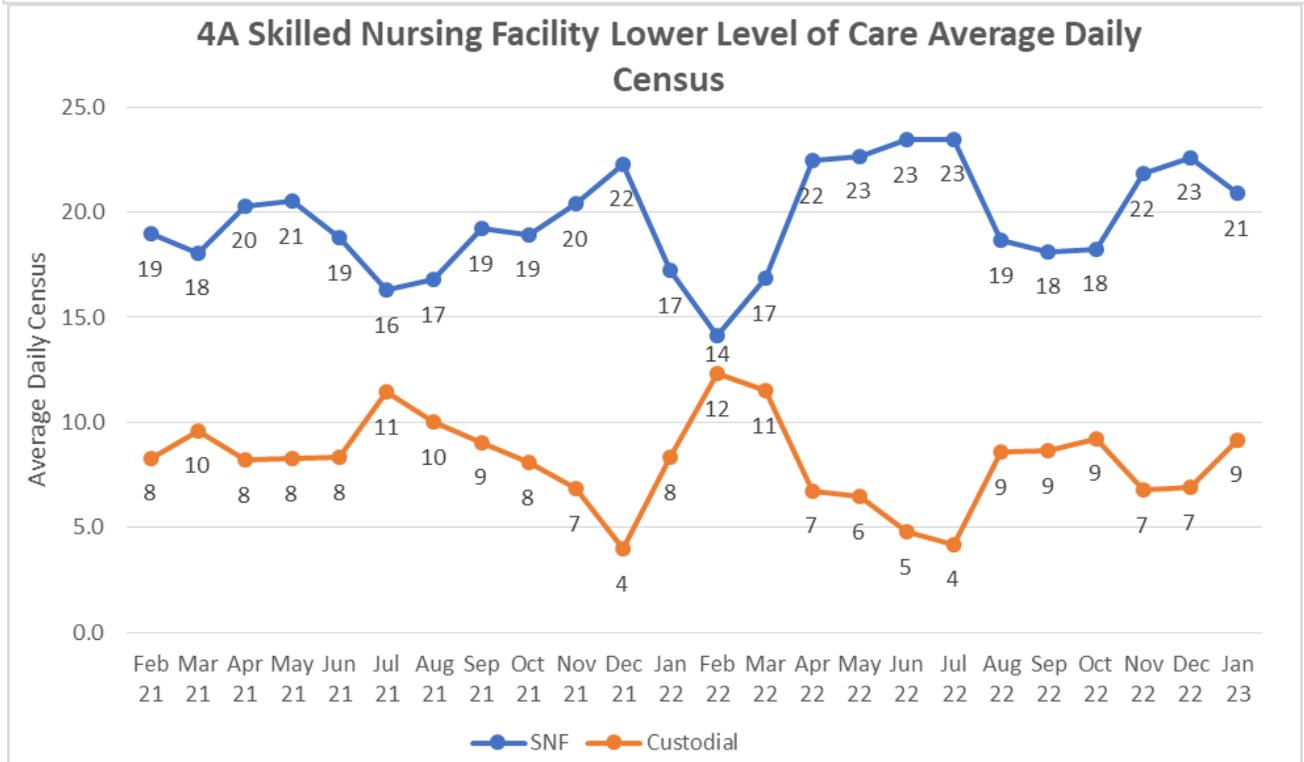
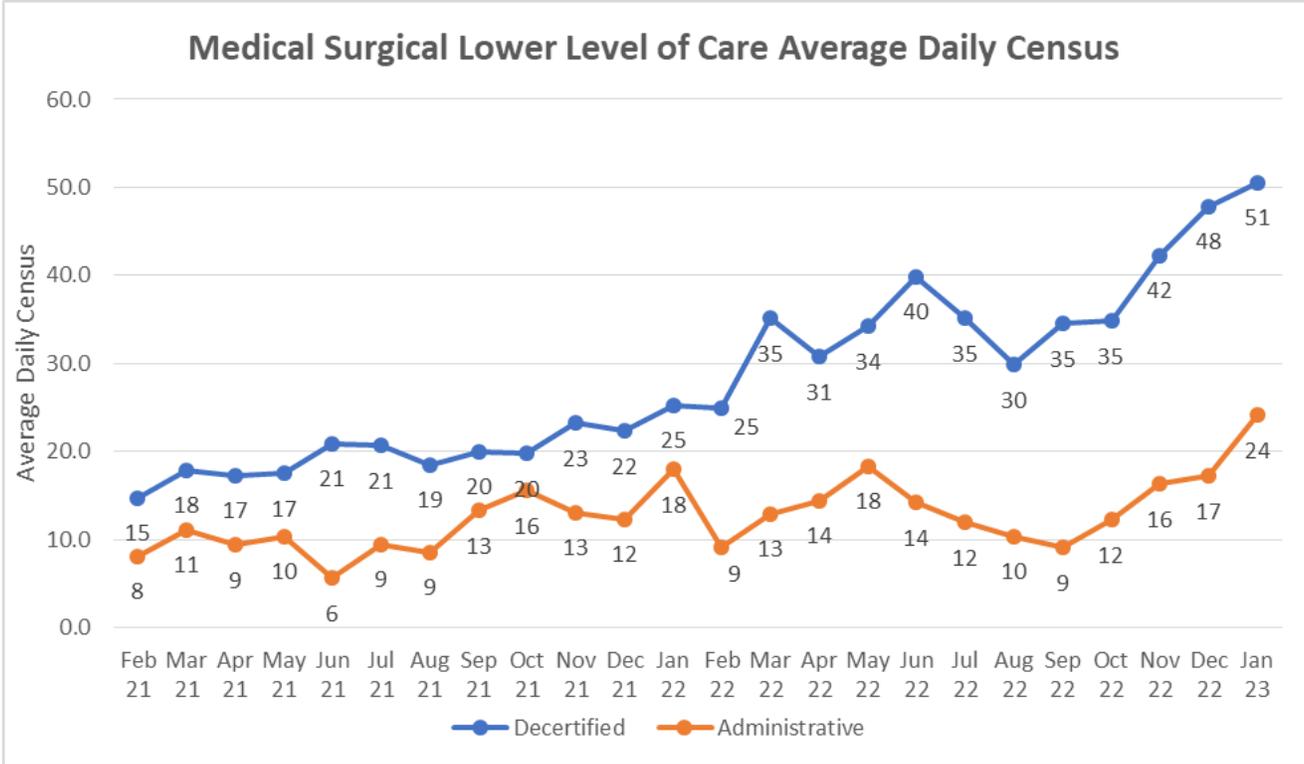


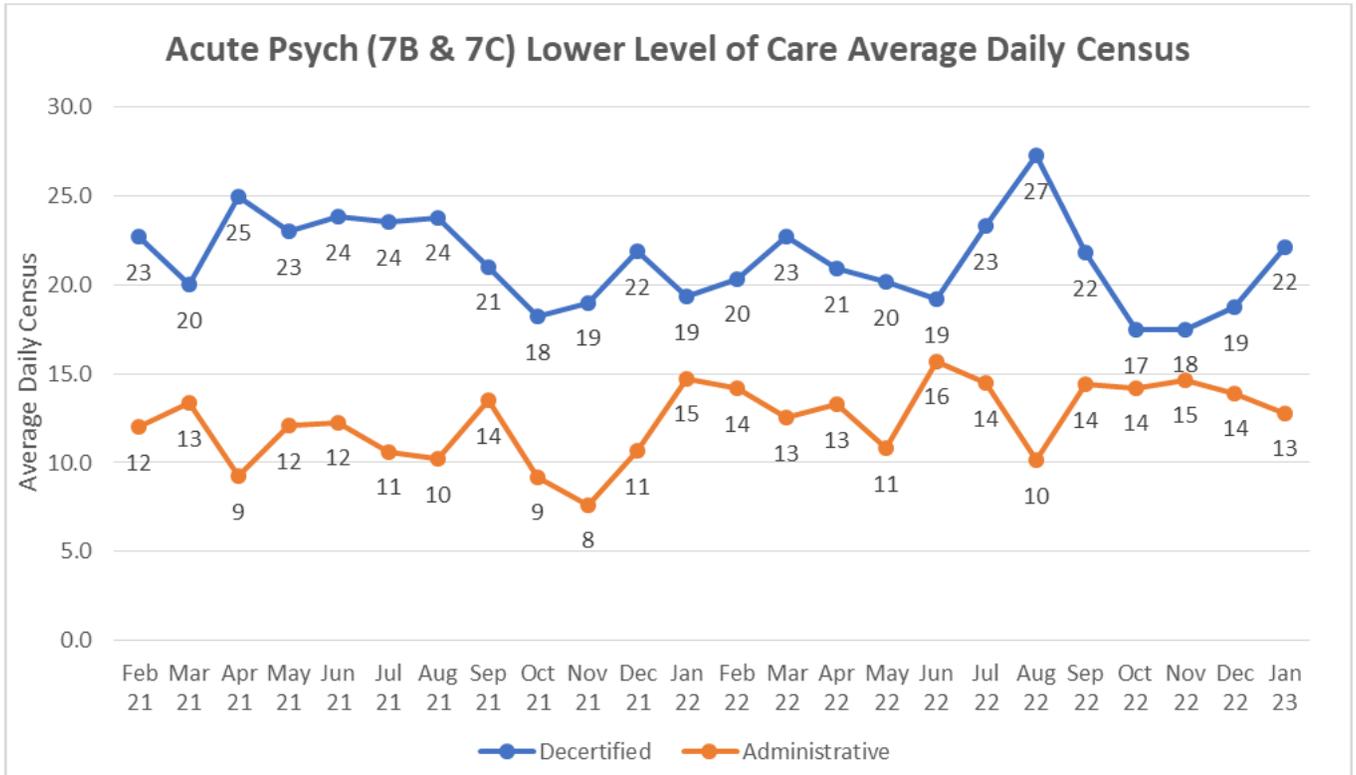


4A Skilled Nursing Facility Average Daily Census



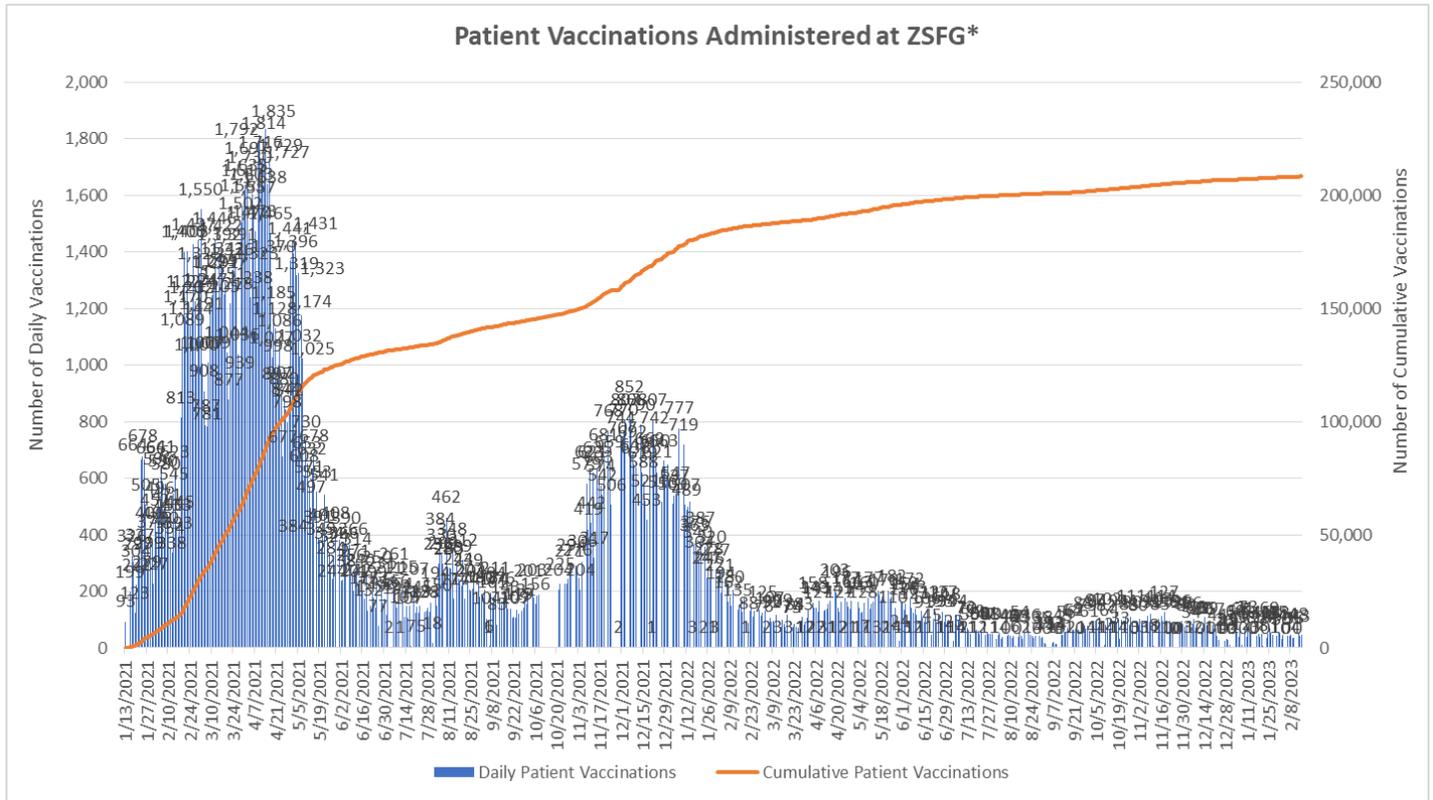
QUALITY Lower Level of Care Average Daily Census



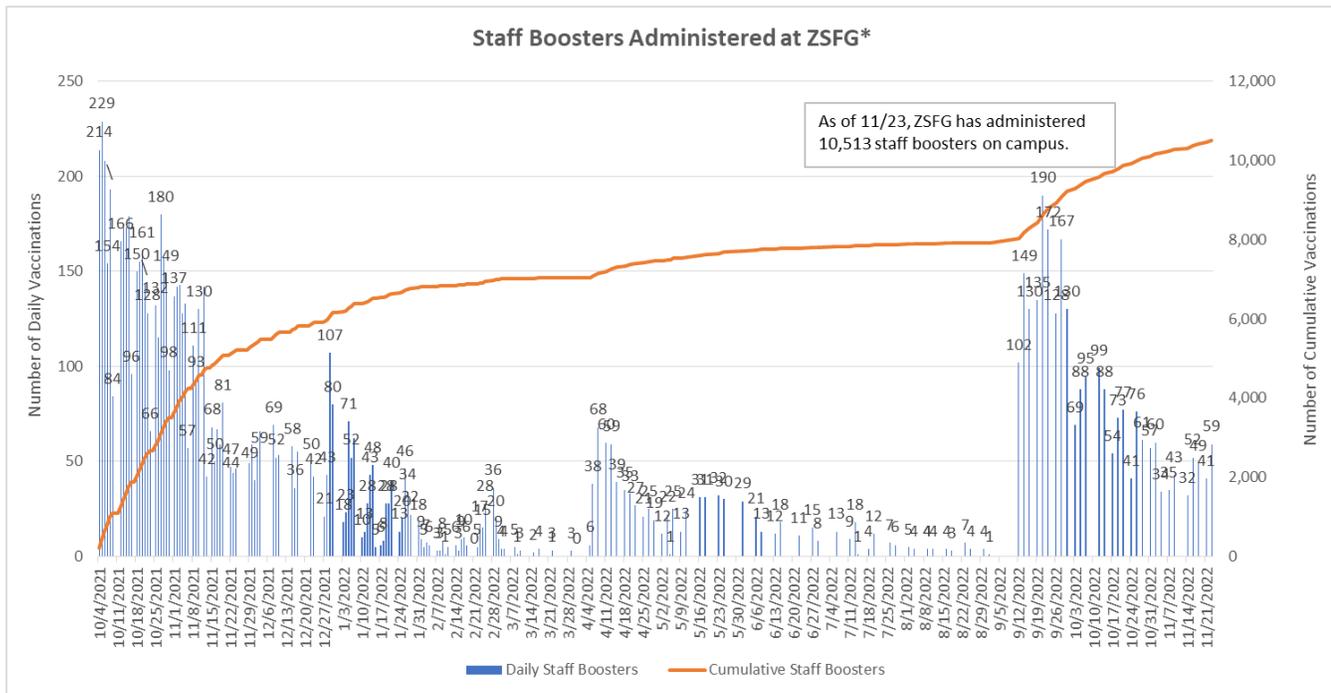


SAFETY COVID-19 Vaccinations Administered at ZSFG

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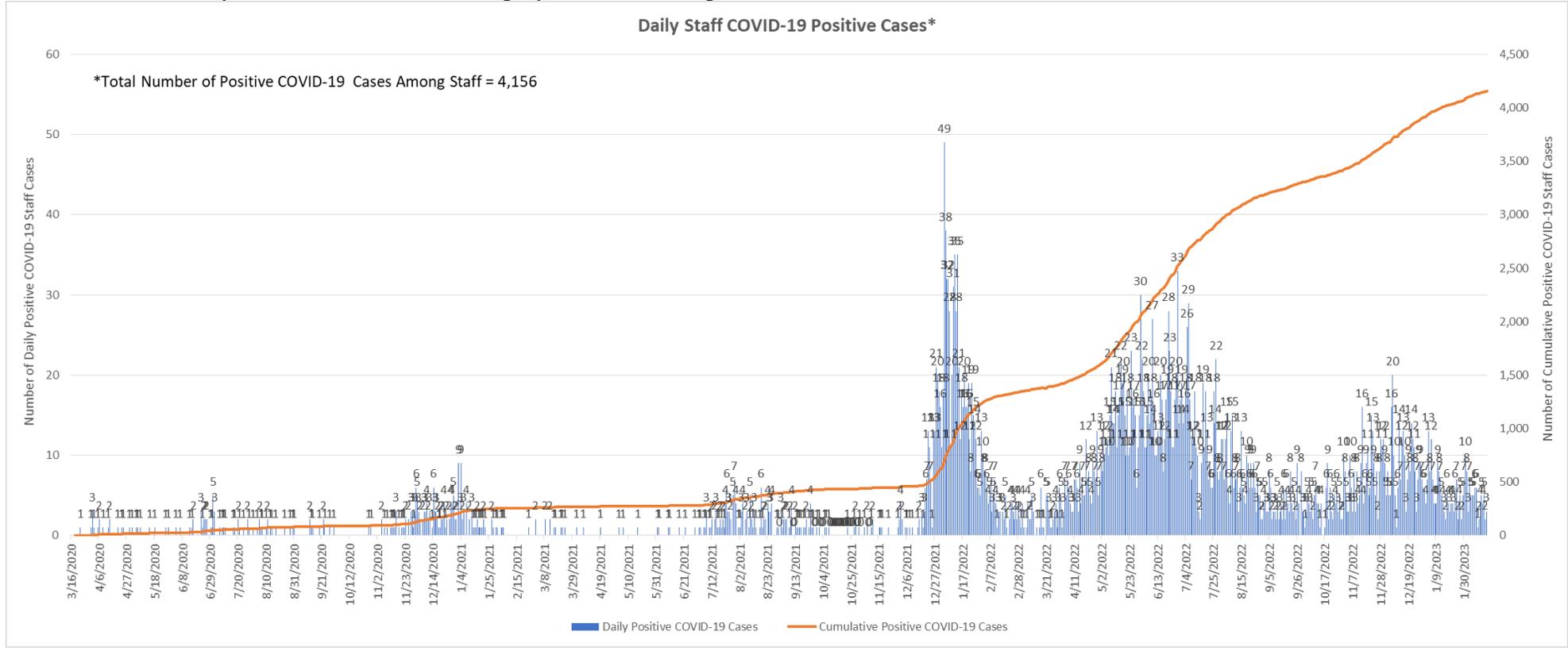
*Includes network-wide patients and members of the community.



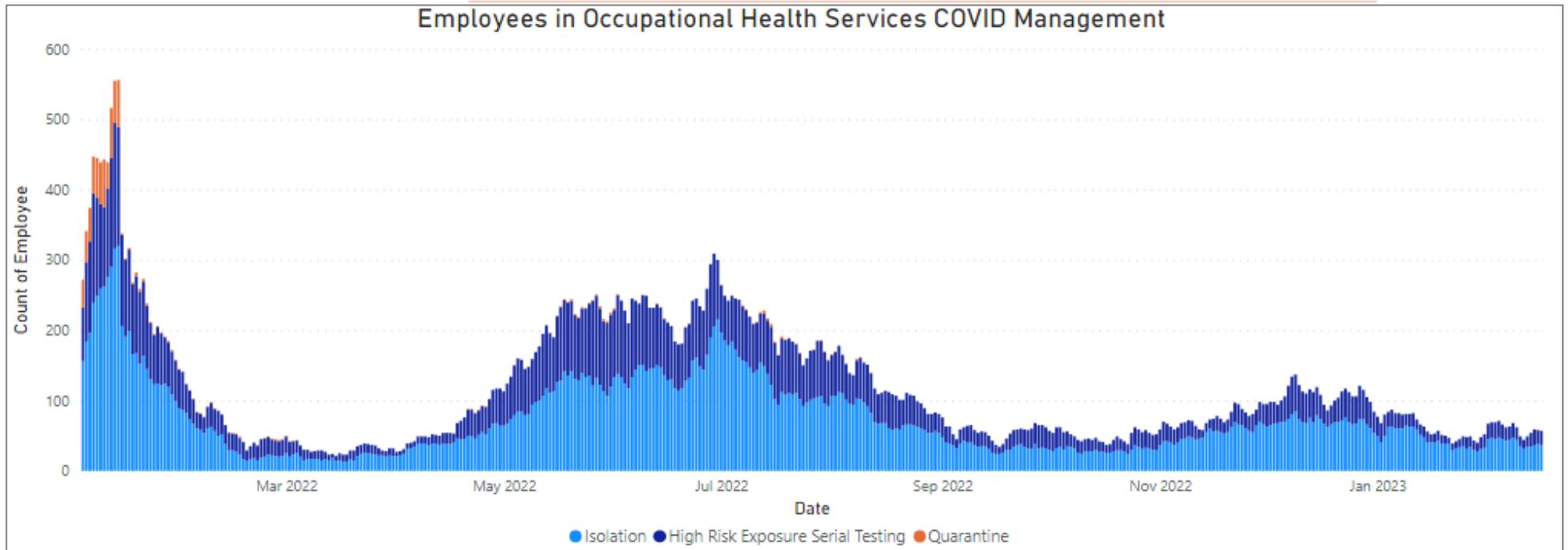
*Staff Booster data is currently unavailable.

SAFETY Occupational Health COVID+ Staff Cases

As of February 16, 2023, 4,156 ZSFG employees have tested positive for COVID-19.

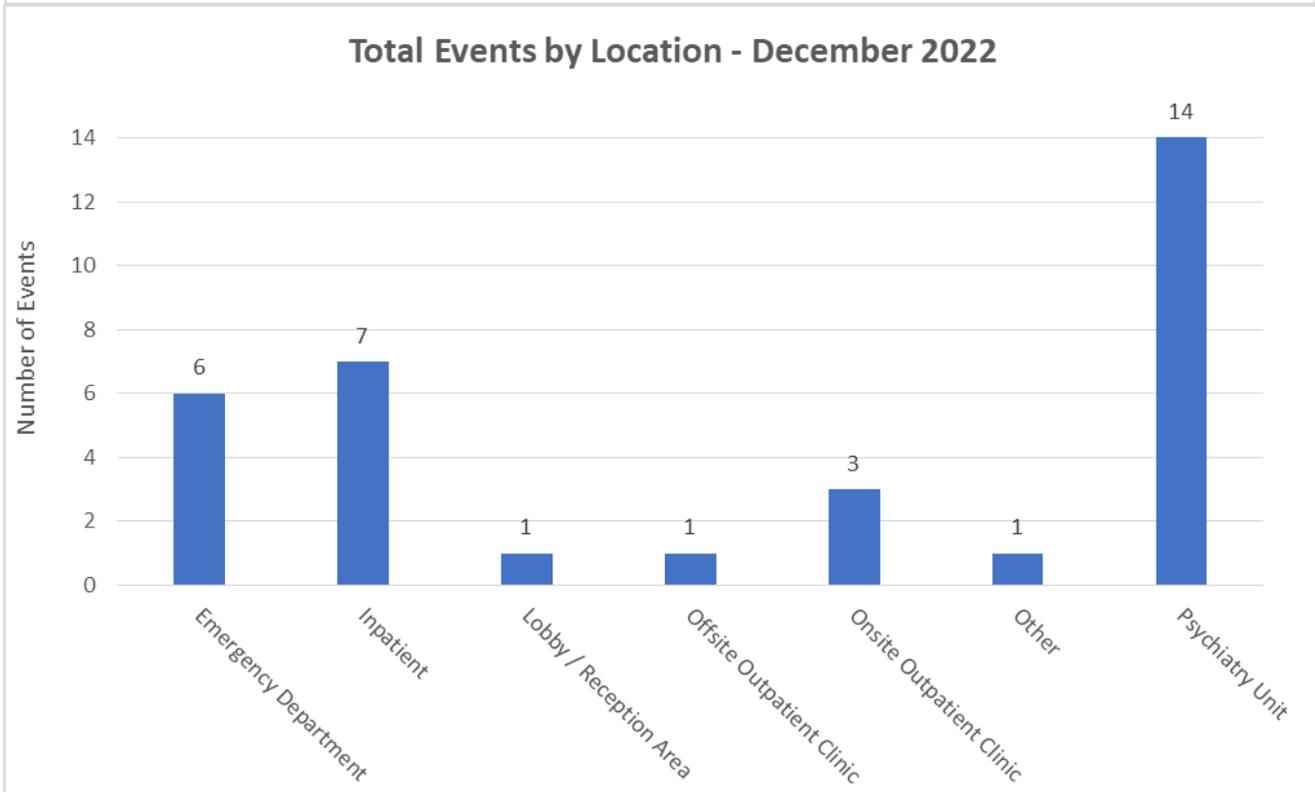
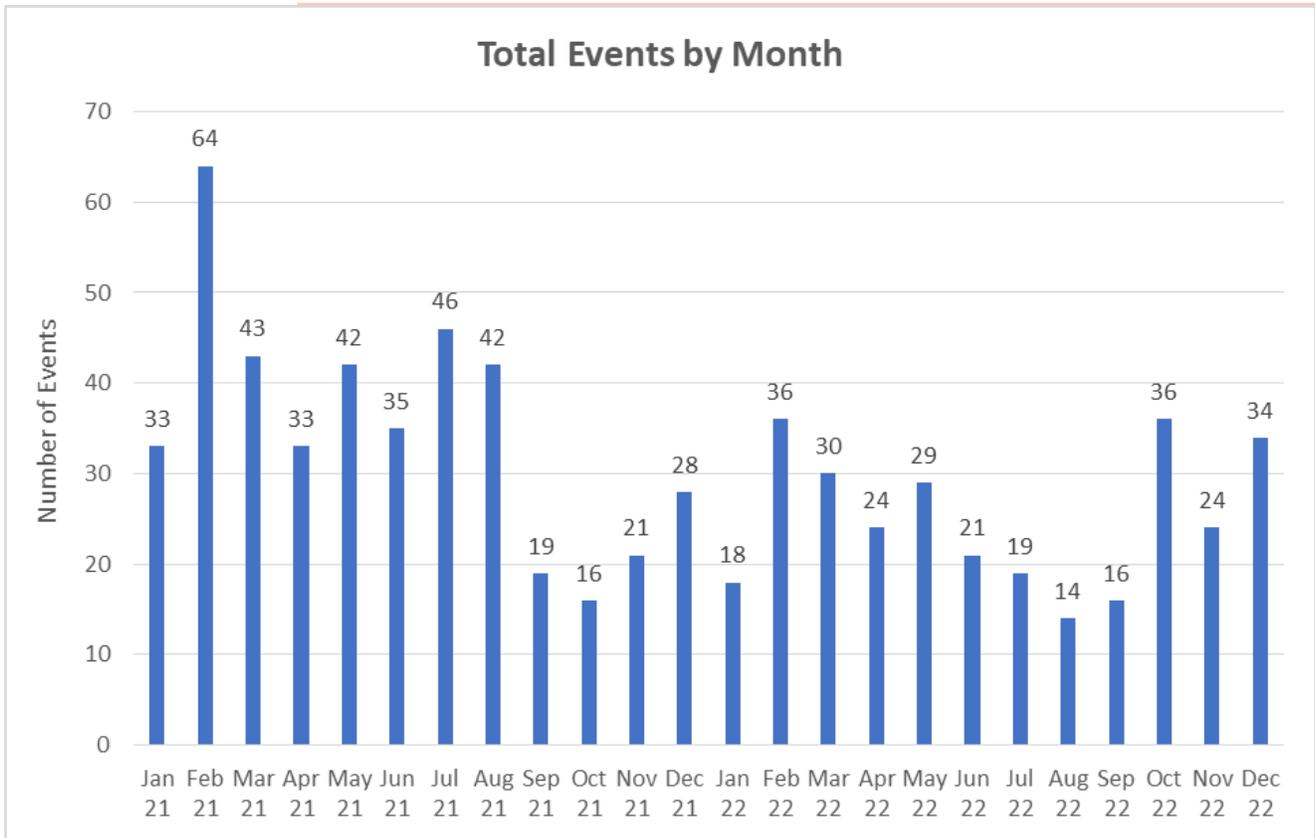


SAFETY Occupational Health COVID-19 Staff Management



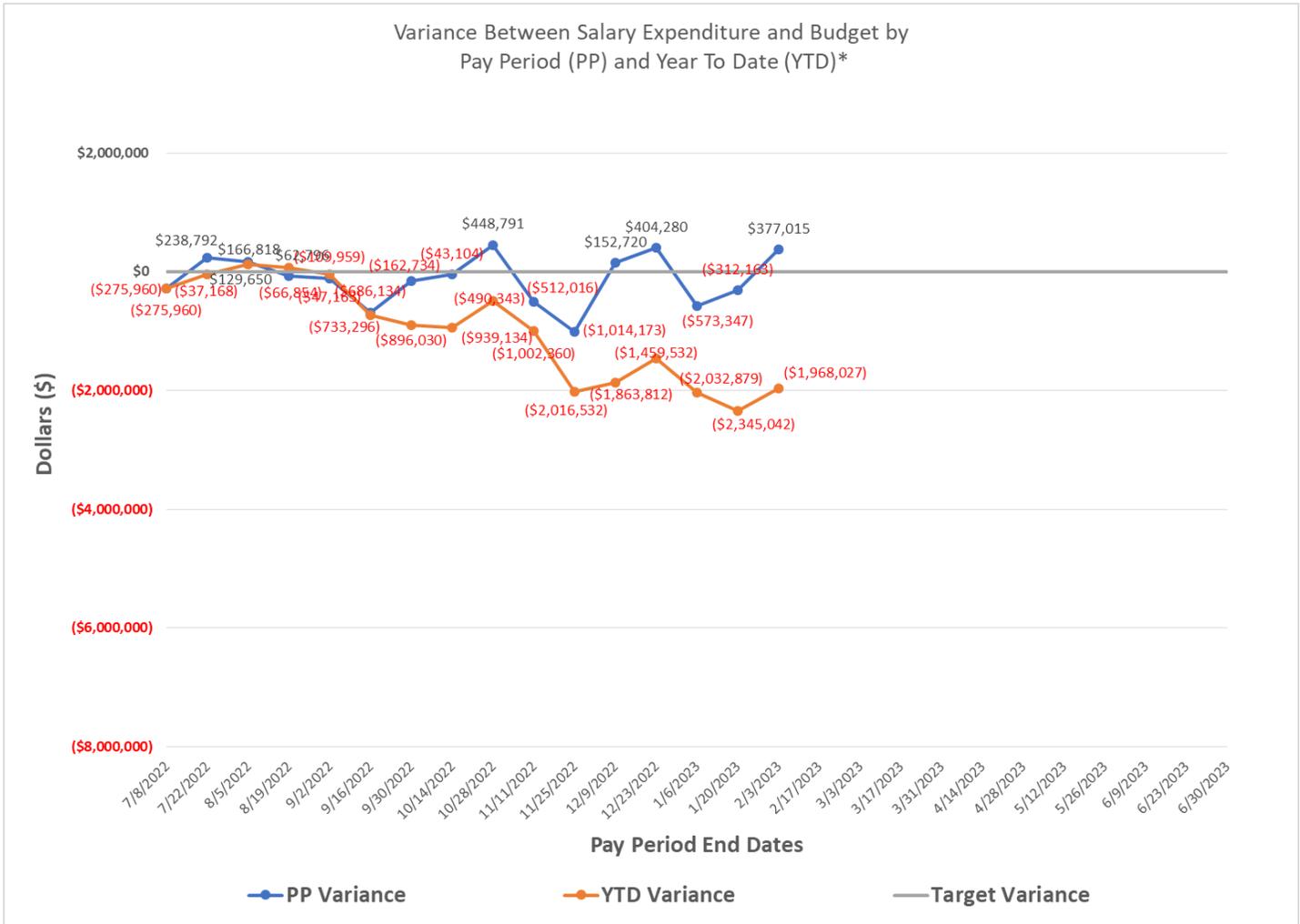
SAFETY

Workplace Violence Activity



FINANCIAL STEWARDSHIP

Salary Variance



*Please note that COVID-19 costs are now a part of ZSFG operations and budget.

Commissioner Comments:

Commissioner Chow asked for information regarding masking requirements at ZSFG. Dr. Ehrlich stated that patients, visitors, and staff will be required to wear masks in all clinical areas.

Commissioner Chow asked for the observation unit census. Dr. Day stated that during the last 18 -months, there have been a range of 2-4 patients on that unit.

6) ZSFG HIRING AND VACANCY REPORT

Emma Perez, ZSFG Human Resources, presented the item.

Commissioner Comments:

Commissioner Green noted that at past Health Commission meetings, ZSFG nursing staff were vocal about staffing issues. She asked how ZSFG understands the impact of staffing levels on functionality. Ms. Otway stated that staff are usually vocal about staffing issues. At times, pods in the Emergency Department have to be closed due to staffing levels. In Med Surg, ZSFG has to stop some staff breaks. Some staff have been mandated to stay over their shifts in Labor and Delivery. She added that for many, ZSFG is a training ground for nurses to learn and then seek jobs at other local health systems. There is a robust list of new nurse graduates in the 15 nursing programs that contract with ZSFG. The new nursing graduates are targeted for many ZSFG open positions. Dr. Ehrlich added that since 2022, they get a daily report of staffing levels in the Emergency

Department. She noted that prior to November 2022, it was difficult to find registry staff to fill vacancies. Since that time, there have been more registry nurses willing to work at ZSFG.

Commissioner Green requested that the ZSFG JCC be notified when there are more dire staffing situations.

Commissioner Chow asked about the past complaints about staffing ratios at ZSFG JCC meetings by nurses. Ms. Otway stated that ZSFG leadership regularly meeting with staff and unions to discuss issues and problem-solve. She noted that ZSFG nurses did go to the Civil Service Commission to complain about staffing issues.

Commissioner Chow asked how pausing RN assignments helps with staffing issues. Ms. Otway stated that it allows ZSFG to bring staff from eligible lists to train, thereby adding staff.

7) MEDICAL STAFF REPORT

Lisa Winston, M.D., Chief of Medical Staff, presented the item.

Commissioner Comments:

Commissioner Green glad to hear that there are new systems in place to ensure pathology tests are read in a timely and efficient manner.

Commissioner Chow thanked Dr. Winston for the fascinating-informative report.

Action Taken: The Committee unanimously approved the following items:

- Anatomic Pathology Rules and Regulations

8) OTHER BUSINESS

This item was not discussed.

9) PUBLIC COMMENT

There was not public comment.

10) CLOSED SESSION

- A) Public comments on All Matters Pertaining to the Closed Session
- B) Vote on whether to hold a Closed Session (San Francisco Administrative Code Section 67.11)
- C) Closed Session Pursuant to Evidence Code Sections 1156, 1156.1, 1157, 1157.5 and 1157.6; Health and Safety Code Section 1461; and California Constitution, Article I, Section 1.

CONSIDERATION OF CREDENTIALING MATTERS

CONSIDERATION OF PERFORMANCE IMPROVEMENT AND PATIENT SAFETY REPORTS AND PEER REVIEWS

RECONVENE IN OPEN SESSION

1. Possible report on action taken in closed session (Government Code Section 54957.1(a)2 and San Francisco Administrative Code Section 67.12(b)(2).)

2. *Vote to elect whether to disclose any or all discussions held in closed session (San Francisco Administrative Code Section 67.12(a).)*

Action Taken: The ZSFG JCC voted to not disclosed discussions held in closed session.

11) ADJOURNMENT

The meeting was adjourned at 5:53pm.